

22 February 1963

MEMORANDUM FOR: The Executive Director *[initials]*

1. Please take necessary action to inform the senior staff, and particularly the Executive Committee, that I want a greater degree of initiative and drive and "pushiness" in the acquisition of intelligence information, particularly here in the Washington area. Any real involvement requiring diplomatic handling at the top level should, of course, be cleared with the Director. I am fearful that there is a tendency on the part of many to sit back and wait for information, especially when it is not pure intelligence but is perhaps on the operational side. Specific example is that neither DIA nor CIA were aware of the MIG action against the shrimp boat for at least three hours after the information was received in the JCS Operations Center -- at least, so I am told. I consider it mandatory that we establish immediately the type of liaison required and the type of direct reporting required that will ensure that the Director and our key officers know of all such activities in the first blush of notification in Washington. I am getting tired, and the Director is totally disgusted, of being questioned by the President or senior members of his staff about something we have never heard of before and which an alert organization would long since have acquired and given to us.
2. The foregoing is passed in part on my comments and the Director's comments at the staff meeting on 21 February.


Marshall S. Carter
Lieutenant General, USA
Deputy Director